



# County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, California 90012  
(213) 974-1101  
<http://ceo.lacounty.gov>

WILLIAM T FUJIOKA  
Chief Executive Officer

Board of Supervisors  
GLORIA MOLINA  
First District

YVONNE B. BURKE  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

September 3, 2008

To: Supervisor Yvonne B. Burke, Chair  
Supervisor Gloria Molina  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

From: William T Fujioka  
Chief Executive Officer

## REVISED ANNUAL REPORT ON COST SAVINGS – PAPER REDUCTION EFFORTS

Note: *This is a revision to a memorandum sent to your Board on August 14, 2008.*  
*Data reflected in the table below have been corrected.*

In a memorandum to your Board dated November 27, 2007 entitled "Reducing Paper-Based Correspondence" (Attachment I), this Office, along with the Internal Services Department, committed to providing your Board with an annual status report on cost savings due to recently implemented paper reduction efforts. This memorandum also serves as a status report for the second half of 2007-08.

### Recent Efforts

In the memorandum mentioned above, this Office detailed specific initiatives that would assist in the reduction of paper use. These initiatives include implementation of Electronic Content Management, Microsoft Office Sharepoint Server, and eCAPS/eHR. On March 18, 2008, this Office issued a memorandum to all departments providing guidance on establishing policies to reduce paper usage, emphasizing the importance of two-sided copying, and distributing all intra-County correspondence in electronic format only. Additionally, this Office issued a follow-up memorandum on June 17, 2008, emphasizing the importance of implementing paper reduction initiatives and policies. The memoranda mentioned above are attached for your reference (Attachment II).

In order to determine if there have been any reduction in purchase of paper and/or cost savings as a result of paper reduction efforts, paper consumption figures from the final seven months of 2007-08 (the period when several paper reduction efforts were

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Intra-County Correspondence Sent Electronically Only***

implemented) were compared to figures for the same period of 2006-07. The tables below provide data on the amount of paper purchased and the amount spent by type.

**Amount of Paper Purchased**

	2006-07	2007-08	Change	% Change
Virgin	1,196,083 lbs.	1,152,790 lbs.	-43,293 lbs.	-3.62%
Recycled	3,165,777 lbs.	3,314,198 lbs.	+148,421 lbs.	+4.69%
Totals	4,361,860 lbs.	4,466,988 lbs.	+105,128 lbs.	+2.41%

**Amount Spent on Paper**

	2006-07	2007-08	Change	% Change
Virgin	\$580,986	\$607,692	+\$26,706	+4.60%
Recycled	\$1,582,877	\$1,808,337	+\$225,460	+14.24%
Totals	\$2,163,863	\$2,416,029	+\$252,166	+11.65%

Data on the amount of paper purchased do not reflect a reduction of paper use or cost savings, as many of the paper reduction efforts have only recently been implemented. Many of these paper reduction efforts take time to be successfully implemented since they require employees at every level of the County workforce to change their paper consumption habits. Also, departments are beginning to replace existing personal printers with new models that can print two-sided. On a positive note, the County purchased almost 5 percent more recycled paper while reducing the purchase of virgin paper by almost 4 percent.

As noted in the original memo, we are confident that with continued implementation of paper reduction policies across County departments, and the emergence of countywide initiatives, such as Electronic Content Management, Microsoft Office Sharepoint Server, eCAPS/eHR, etc., there will be a reduction of paper consumption and cost savings in the near future. We will provide you with another annual report for 2008-09 in July 2009.

If you have any questions or concerns, please feel free to contact me, or your staff may contact Kary L. Golden at (213) 974-1319 or [kgolden@ceo.lacounty.gov](mailto:kgolden@ceo.lacounty.gov).

WTF:ES:MKZ  
JR:KLG:pg

Attachments

c: All Department Heads



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**WILLIAM T FUJIOKA**  
Chief Executive Officer

November 27, 2007

To: Supervisor Zev Yaroslavsky, Chairman  
Supervisor Gloria Molina  
Supervisor Yvonne B. Burke  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

From: William T Fujioka  
Chief Executive Officer

A handwritten signature in black ink, appearing to read "W. T. Fujioka".

Board of Supervisors  
**GLORIA MOLINA**  
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Fifth District

**REDUCING PAPER-BASED CORRESPONDENCE**

On September 11, 2007, on motion of Supervisor Burke, your Board instructed this Office, the Executive Officer of the Board of Supervisors and the Director of Internal Services, in coordination with the Chief Information Officer (CIO), to: 1) explore opportunities for reducing paper-based correspondence in favor of a more user-friendly Intranet system, with a report to include, but not be limited to, potential security challenges of relying on a Intranet system, the estimated economic impact of paper reduction, and a protocol for County staff to opt out of an electronic correspondence system in favor of paper communication; and 2) require purchase of paper with a minimum 15 percent recycled content.

In response to your Board's direction, this memorandum addresses:

- Further approaches to reducing paper-based correspondence;
- Related legal and security issues;
- The potential economic impact of paper reduction; and
- Efforts related to procurement of recycled-content bond paper.

**Electronic Correspondence**

**Background**

On August 6, 2002, your Board instructed the CIO, the Director of Personnel, and the Registrar-Recorder/County Clerk to review various ongoing e-documenting projects that can be used as a model for efficiency in the County departments and to report back with recommendations.

On March 4, 2003, your Board instructed the Chief Executive Officer (CEO) to review and revise the distribution methods of all interdepartmental correspondence to substantially reduce the paper consumption and overhead costs associated with the copying and delivery system currently in place, and investigate ways they can better utilize e-mail and the Internet to distribute County information where appropriate.

The CIO assumed the lead in responding to these Board orders, and developed and distributed online surveys to all County departments requesting detailed information concerning e-documenting/electronic document management system (EDMS) projects that might be used as a model(s) demonstrating opportunities for improved efficiency within the County. The CIO provided status reports to your Board at 60-day intervals, advised the Board of their efforts to conduct a countywide assessment, and subsequently utilized the services of a consultant, Doculabs, to assist in formulating a County strategy for the deployment of EDMS-related technology needs. Ultimately, the CIO finalized the Electronic Content Management (ECM) Strategy Development project, and is currently spearheading the ECM initiative for Los Angeles County.

Additionally, the CEO recommended and implemented a pilot project to transmit, or make available, in electronic format Board Agendas and Board Statements of Proceedings (SOPS) and State and Federal legislative updates from the CEO. This process is now standard County procedure.

### **Current/Future Efforts**

#### **Electronic Content Management**

ECM is an integrated management strategy for all electronically-stored information which covers various categories, including electronic forms, workflow and business process management, records management and Web content management. ECM can further reduce paper consumption by automating and improving business processes that are currently paper-centric. Documents can be produced, stored, routed, and filed electronically so that the need for printing is minimized. The CIO, with the assistance of the Internal Services Department (ISD), issued the ECM Request for Proposal in February 2007 and is in the final stages of contract negotiations. Implementation of the ECM infrastructure is expected to begin in 2008.

#### **Microsoft Office Sharepoint Server**

The Executive Office of the Board is currently working with the CIO to implement Microsoft Office Sharepoint Server (MOSS), a workflow tool of ECM, which will allow for the creation of an automated workflow environment, as well as provide staff with real time access to information. In addition, MOSS will allow County departments to automate the flow of documents and correspondence between departments, as well as

incorporate the use of electronic approval process which will ultimately reduce the volume of paper and the reliance on individual personal printers. MOSS will also facilitate the implementation of a standard Web-based interface that will allow the automation of the Board letter submittal process.

#### eCAPS/eHR

On May 8, 2007, your Board approved Phase III of the Countywide Accounting and Purchasing System (eCAPS) implementation, including the eHR project. This project, led by the Auditor-Controller and staffed by several County departments, allows the user to access and manage payroll and personnel administrative functions. It also allows the integration of these functions with the eCAPS financial and budget applications for improved position control and management, including forecasting salary and employee benefit cost. The eCAPS/eHR Project incorporates functionality for electronic routing of documents for approval, electronic signatures, electronic attachments of material, and online viewing of information, thereby reducing the need to generate paper.

The Time Collection component of eHR is currently being implemented by Department of Health Services, Department of Children and Family Services, and the Shared Services departments. The Department of Public Works will be using the Time Collection application in July 2008 and several other departments are in the planning stage. Human Resources and Information Resource Management staff of the Executive Office are scheduled for the rollout on December 1, 2007 and is planned to be rolled out to all Board of Supervisors' staff during the first quarter of 2008.

The Payroll Management component of eCAPS/eHR is scheduled to begin in January, 2010. This contains the functionality and capability to produce electronic paystubs and will be considered for countywide implementation as part of all six components of eHR by 2012.

#### Employee Performance System

The Department of Human Resources is leading the Employee Performance System (EPS) project, with the support from the CIO. The EPS project will increase the efficiency and effectiveness of performance management by moving the current paper-based employee evaluation process online. The new electronic process will provide countywide access to evaluation forms, notes, and journals, and will reduce the amount of time, paper, and storage of employee performance evaluations.

### Business Automation Plan

The Business Automation Plan (BAP) is an annual report of major departmental and enterprise-wide information technology (IT) activities for each department. It provides a framework for understanding and evaluating the use, management, and deployment of IT resources. BAP serves as a strategic information technology planning tool for all County departments.

The CIO is leading a project which will automate the BAP planning process countywide, scheduled for implementation at the outset of the 2008-09 fiscal year. This process will allow departments to electronically access, modify, and submit to the CIO their respective BAPs.

### Bid Website

With the successful implementation of the County's Bid Website in December 2001, ISD fulfilled a major strategic initiative to significantly reduce the voluminous amount of paper utilization by migrating to an automated, paperless solicitation process that would be employed by all County departments.

County solicitations have been and continue to be posted electronically on the Bid Website. In this process, contractors/vendors who have registered for the respective commodity or service (reflected in the bid) receive an automatic e-mail notification directing them to the Bid Website where they could review, download, print, and respond to the bid. Hard copies of solicitation documents are only sent at a vendor's or department's request.

### Electronic Vendor Responses

As part of the existing countywide eCAPS procurement module effort, ISD is working with American Management Systems Inc. (CGI-AMS) to determine the feasibility of implementing electronic vendor responses to County solicitations. This assessment is expected to be completed after the full rollout of the eCAPS Procurement model, which is expected to take approximately two years to complete. When implemented, this functionality would further reduce the amount of paper used by and between the vendor community and the County.

### Interim Measures

As an interim measure, pending results of some of the initiatives outlined above, we are exploring requiring County departments to send all intra-County correspondence, including forms, in electronic format, only unless the recipient requests hard copies, or

system capacity issues pose an obstacle. We will issue this guidance to County departments, as well as other interim measures being reviewed, under separate cover.

## **Legal/Security Challenges and Considerations**

### **Chief Compliance Officer/Legal Concerns**

CEO staff had discussions with County Counsel, the CIO, and the Auditor-Controller, as well as other jurisdictions, to better assess the need of creating a position within the County whose duties and responsibilities would be to ensure that the County departments are in compliance with the rules and regulations pertaining to electronically-stored information.

County Counsel is currently undertaking the task of ensuring countywide compliance, and accordingly issued correspondence to major County departments explaining the major changes in the Federal Rules of Civil Procedure, Rule 26, which took effect December 1, 2006. County Counsel subsequently provided training on March 1, 2007 to County department representatives, managing attorneys, and their designated staff attorney liaisons on the Supreme Court-approved amendments to the Federal Rules and their expected impact.

### **Information Security Strategy**

The CIO developed the Information Security Strategic Plan (approved by your Board on February 13, 2007), to provide a strategy for ensuring an effective information security program for the County that reduces the risk to County information and information technology assets.

The Information Security Strategy provides a roadmap for all departments to participate in the best security practices to protect their information assets.

## **Economic Impact**

In 2006-07, the County spent \$1,215,456 on paper. As we expand the current initiatives and progress towards a more electronic environment, we anticipate significant savings in the purchasing of paper, as well as cost avoidance related to storage, lost documents, postage, waste, and labor inefficiency. We will work with ISD to identify annual cost savings of various paper-reduction efforts and advise your Board accordingly.

We should point out that, however far we progress towards a "paperless" environment; we will include "opt out" provisions, ensuring that hard copies of correspondence will be provided to those expressing such a preference.

Each Supervisor  
November 27, 2007  
Page 6

### **Recycled Bond Paper**

On September 7, 1999, your Board instructed departments to pursue the procurement of 20 percent or higher post-consumer, recycled-content bond paper, whenever the overall cost is not more than 10 percent above the lowest responsible bid for virgin bond paper. This directive was implemented by ISD through the establishment of countywide price agreement for recycled content paper.

Concurrently, existing language in County solicitations and awards require contractors/vendors to utilize recycled-content paper to the maximum extent possible over the course of the contract(s).

In June 2007, ISD issued a comprehensive purchasing policy for the acquisition of environmentally preferable ("Green") products. One component of the Policy reemphasizes the Board's 1999 directive for County departments to purchase recycled-content bond paper. As a note, recycled-content paper is now essentially the same quality as virgin paper and can be obtained at comparable prices to virgin paper. Therefore, future solicitations and agreements established for bond paper will only include a recycled-content component. This will further increase the County's use of recycled paper.

### **Conclusion**

We will continue to monitor our paper-reduction and recycling efforts, particularly the pilot efforts outlined in this memorandum for appropriate expansion, and keep your Board appropriately apprised.

Please let me know if you have any questions, or your staff may contact Kary L. Golden at (213) 974-1319 or [kgolden@ceo.lacounty.gov](mailto:kgolden@ceo.lacounty.gov).

WTF:LN:MKZ  
MLM:KLG:pg

c: All Department Heads



**WILLIAM T FUJIOKA**  
Chief Executive Officer

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*"To Enrich Lives Through Effective and Caring Service"*

March 18, 2008

To: All Department Heads  
From: William T Fujioka  
Chief Executive Officer

Board of Supervisors  
GLORIA MOLINA  
First District

YVONNE B. BURKE  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

### REDUCTION OF PAPER USE

In a memorandum to the Board of Supervisors dated November 27, 2007, this Office responded to a Board Order instructing the Chief Executive Office (CEO), the Executive Officer of the Board, and the Director of Internal Services, in coordination with the Chief Information Office, to: 1) explore opportunities for reducing paper-based correspondence in favor of a more user-friendly system; and 2) require that all County vendors purchase paper with a minimum 15 percent recycled content.

The memorandum addressed approaches to reducing paper-based correspondence, related legal and security issues, potential economic impact of paper reduction, and efforts related to procurement of recycled-content bond paper. As the County continues to expand paper reduction initiatives addressed in the aforementioned memorandum and progresses towards a more electronic environment, County departments are encouraged to utilize the additional initiatives/strategies outlined below. This Office will be finalizing templates and procedures to implement appropriate measures for CEO correspondence in the coming weeks.

### Intra-County Correspondence

To the maximum extent feasible, County departments should distribute all intra-County correspondence, including forms, in electronic format only, unless the recipient requests hard copies or system capacity issues pose an obstacle. This is an interim measure pending the implementation of more robust countywide electronic correspondence systems.

This interim measure does not apply to the Board letter submittal process. With respect to the Board letter filing procedures, the Executive Office of the Board is implementing Microsoft Office SharePoint Server (MOSS), which will better facilitate electronic correspondence, including submission of Board letters. The Executive Office recently purchased the necessary hardware to complete the development of this system, as well as hired a consultant to train Information Resource Management staff on how to validate the infrastructure and security of the MOSS system. This training is scheduled to begin in March 2008.

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Intra-County Correspondence Sent Electronically Only***

### **Two-Sided Printing/Copying**

County departments are encouraged to promote two-sided printing and copying by:

- Making staff aware that two-sided copying not only saves paper, it saves postage (from reduced mail volume) and storage space;
- Posting reminders near the copy machines, using interesting flyers or entertaining slogans (e.g., "Two sides are better than one," "Be wise, use both sides," or "Before you're through, use side two.");
- Encouraging staff to save and reuse single-sided paper at their desks;
- Collecting paper that has been used on one side for reuse in copiers, printers, and fax machines and to be made into scratch pads; and
- Adopting a department-wide policy that all individual documents be two-sided.

Note: Please remember to make sure that two-sided documents are identified by an annotation at the bottom of the page. In addition, please exercise judgment and do not reuse paper that may contain confidential information.

### **Printer/Copier Guidelines**

Adhering to the following printing and copying guidelines can assist in conserving paper:

- Be sure that copiers and printers are in good repair;
- Make it policy to only buy copiers and printers that print and copy two-sided;
- Promote a "think before you print" attitude. Remind staff to make sure they really need the copies they are making and not to make excess copies;
- Encourage more centralized printing and establish printing restrictions, which will not only save paper but also saves in purchasing ink cartridges;
- Set up more printers to perform the "duplex printing" feature (prints two-sided on one sheet); and
- When purchasing printers and copiers, departments must clearly specify performance standards to include accommodating recycled-content paper without paper jamming.

### **Additional Guidelines**

Other paper reduction ideas for consideration include the following:

- Encourage the submission of draft correspondence electronically for internal reviews and proofreading, rather than submitting hard copies;
- Encourage the reuse of envelopes (recyclable labels with the office address and logo can be purchased to place over addresses of used envelopes);
- Encourage staff to reuse office items, such as file folders at their desk; excess reusable items can be centrally located;
- Encourage your department to procure paper which has at least 30 percent recycled-content;
- Reduce font size to 11 on letters and documents to reduce the number of pages printed on;
- Recognize sections and divisions within your department for innovative environmental programs, including paper reduction programs; and
- Market a strategy to employees emphasizing cost savings by reducing paper use.

All Department Heads  
March 18, 2008  
Page 3

Note: The interim measures outlined above are distinct from the initiatives that are currently being tested/administered (e.g., MOSS, eCAPS/eHR, and Employment Performance System).

This Office will continue to monitor countywide efforts, as well as look at other jurisdictions for best practices, measures they have adopted, and/or programs they have in place that reduce the utilization of paper and reduce paper-based correspondence in favor of an electronic system.

Should you have any questions, please let me know or your staff may contact Kary L. Golden at (213) 974-1319 or [kgolden@ceo.lacounty.gov](mailto:kgolden@ceo.lacounty.gov).

WTF:ES:MKZ  
GR:KLG:pg

c: Each Supervisor

2008-03 Reduction of Paper Use Memo to Dept Heads 03-18-08

## DEPARTMENT HEAD/EXECUTIVE SECRETARY E-MAIL LIST

Department	Department Head E-Mail	Exec Assistant E-Mail
Affirmative Action	dtafoya@oaac.lacounty.gov	nrios@oaac.lacounty.gov
Agricultural Comm/W&M	kflorean@acwm.lacounty.gov	aperez@acwm.lacounty.gov
Alt. Public Defender	JFukai@apd.lacounty.gov	rmunoz@apd.lacounty.gov
Animal Care & Control	mmayeda@animalcare.lacounty.gov	tmadero@animalcare.lacounty.gov
Arts Commission	lzucker@arts.lacounty.gov	MGonzalez@arts.lacounty.gov
Assessor	rauerbach@assessor.lacounty.gov	fmagar@assessor.lacounty.gov
Auditor-Controller	wwatanabe@auditor.lacounty.gov	ilopez@auditor.lacounty.gov
Beaches & Harbors	skreimann@bh.lacounty.gov	ccoleman@bh.lacounty.gov
Chief Executive Office	bfujioka@ceo.lacounty.gov	gandrizzi@ceo.lacounty.gov
Chief Information Office	rsanchez@cio.lacounty.gov	ygarcia@cio.lacounty.gov
Chief Medical Examiner	lsathyavagiswaran@coroner.lacounty.gov	eleon@coroner.lacounty.gov
Child Support Services	steven_golightly@cssd.lacounty.gov	armando_garcia@cssd.lacounty.gov
Chldrn & Fam Services	tploehn@dcfs.lacounty.gov	duggam@dcfs.lacounty.gov
Comm & Sr Services	cbanks@css.lacounty.gov	cscolaro@css.lacounty.gov
Comm Dev Commission	carlos.jackson@lacd.org	sue.moore@lacd.org
Consumer Affairs	pherrera@dca.lacounty.gov	anogal@dca.lacounty.gov
Coroner	ahernandez@coroner.lacounty.gov	ebenquechea@coroner.lacounty.gov
County Counsel	rfortner@counsel.lacounty.gov	jbarton@counsel.lacounty.gov
District Attorney	scooley@lacountyda.org	lparks@lacountyda.org
Executive Officer	shamai@bos.lacounty.gov	mduron@bos.lacounty.gov
Fire	pfreeman@fire.lacounty.gov	athiem@fire.lacounty.gov
Health Services	jschunhoff@ladhs.org	olubensky@ladhs.org
Human Relations	rtoma@hrc.lacounty.gov	glowenberg@hrc.lacounty.gov
Human Resources	mhenry@hr.lacounty.gov	kcampos@hr.lacounty.gov
Internal Services	ttindall@isd.lacounty.gov	zbernstein@isd.lacounty.gov
Mental Health	msouthard@dmh.lacounty.gov	bjohnson@dmh.lacounty.gov
Military & Vet Affairs	jsmith@mva.lacounty.gov	jsmith@mva.lacounty.gov
Museum of Art	mgovan@lacma.org	samaraw@lacma.org
Museum Natural History	jpisano@nhm.org	mgarcia@nhm.org
Office of Education	robles_darline@laoe.edu	musgrave_marilyn@laoe.edu
Ombudsman	jfernandes@ombuds.lacounty.gov	mcalhoun@ombuds.lacounty.gov
Parks & Recreation	rguiney@parks.lacounty.gov	eespinoza@parks.lacounty.gov
Probation	Robert.Taylor@laprob.org	debbie.neeley@probation.lacounty.gov
Public Defender	mpjudge@pubdef.lacounty.gov	dparris@pubdef.lacounty.gov
Public Health	jfielding@ph.lacounty.gov	lgalvan@ph.lacounty.gov
Public Library	mdtodd@library.lacounty.gov	rolivas@library.lacounty.gov
Public Social Services	philipbrowning@dpss.lacounty.gov	latanyamcglathen@dpss.lacounty.gov
Public Works	defstath@dpw.lacounty.gov	dholmes@dpw.lacounty.gov
Regional Planning	bmccleendon@planning.lacounty.gov	lgonzales@planning.lacounty.gov
Registrar-Recorder/CC	dlogan@rrcc.lacounty.gov	fsalazar@rrcc.lacounty.gov
Sheriff	ldbaca@lasd.org	bimartyn@lasd.org
Superior Court	JClarke@LASuperiorCourt.org	mvenegas@LASuperiorCourt
Treasurer-Tax Collector	msaladino@ttc.lacounty.gov	sbrennan@ttc.lacounty.gov
Undersheriff	llwaldie@lasd.org	gmtoguch@lasd.org

**ATTACHMENT 3****CHIEF DEPUTY CEO AND DEPUTY CEO/EXECUTIVE SECRETARIES E-MAIL LIST**

<b>Unit</b>	<b>Executive E-Mail</b>	<b>Executive Secretary E-Mail</b>
Chief Deputy, Chief Executive Officer	sharper@ceo.lacounty.gov	ecervantes@ceo.lacounty.gov
Operations	esandt@ceo.lacounty.gov	efitzgerald@ceo.lacounty.gov
Children & Families' Well-Being	msantana@ceo.lacounty.gov	ljones@ceo.lacounty.gov
Community & Municipal Services	lsheehan@ceo.lacounty.gov	osahagun@ceo.lacounty.gov
Health & Mental Health Services	sshima@ceo.lacounty.gov	bskipp@ceo.lacounty.gov
Public Safety	dcampbell@ceo.lacounty.gov	lmanumaleuna@ceo.lacounty.gov



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Chief Executive Officer

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June 17, 2008

To: All Department Heads

From: William T Fujioka  
Chief Executive Officer

Board of Supervisors  
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Fifth District

### PAPER REDUCTION – INTRA-COUNTY CORRESPONDENCE

On March 18, 2008, this Office issued a memorandum to all departments providing guidance on reducing paper usage (Attachment 1). In the memorandum, we emphasized the importance of distributing all intra-County correspondence, including forms, in electronic format only, unless the recipient requests hard copies or system capacity issues pose an obstacle.

This is to reinforce the importance of this policy to support our countywide efforts to reduce paper usage, and to simultaneously stress the need to ensure that all electronic correspondence be sent to the appropriate party. To meet this objective, please conform to the following procedures:

- All correspondence sent to the Chief Executive Officer, Chief Deputy Chief Executive Officer, Deputy Chief Executive Officers (DCEOs), and department heads must be copied to their respective executive secretaries. To help facilitate this, we have attached updated lists for Department Heads and their executive secretaries (Attachment 2), and Chief Deputy, CEO and DCEOs and their executive secretaries (Attachment 3). Updates will be periodically issued. If you have specific questions, please contact Gwen Andrizzi at [gandrizz@ceo.lacounty.gov](mailto:gandrizz@ceo.lacounty.gov) or Elena Cervantes at [ecervantes@ceo.lacounty.gov](mailto:ecervantes@ceo.lacounty.gov).
- Any staffing or e-mail address changes to the attached lists should immediately be reported by each department to Gwen Andrizzi and Elena Cervantes at their e-mail addresses noted above.

***Once again, please note this procedure does not apply to correspondence sent to the Board or Board members.***

Should you have any questions, please contact Kary L. Golden at (213) 974-1319 or [kgolden@ceo.lacounty.gov](mailto:kgolden@ceo.lacounty.gov).

WTF:ES:MKZ  
JR:KLG:pg

Attachments (3)

c: Each Supervisor

2008-06 – 06-17-08 Paper Reduction – Intra-County Correspondence

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